

Intercultural Communication & Management

ECTS : 3

Description du contenu de l'enseignement :

The course is organized around two dimensions

1. Intercultural Management

This course explores how cultural values and historical roots shape management practices across countries. Students learn to analyze intercultural contexts using key theoretical models (Hofstede, Hall, Trompenaars, Irribane) and develop strategies for leading diverse teams, communicating effectively, and navigating cultural challenges in global business.

2. High-Quality Listening in Negotiations

Through a 2-day workshop focused on **high-quality listening** in negotiation contexts, students will explore listening as **a key component of effective communication**, influencing how discussions unfold and impact professional and organizational outcomes. The workshop includes discussions, practical exercises, and case studies to help participants **enhance their listening skills, manage conflicts, and achieve better negotiation results.**

Course Structure

Session 1 : Concept of Culture and intercultural theories (DD)

Session 2 : The Culture Map - How to handle various cultures (DD)

Session 3 & 4 : Foundations of Effective Listening (GI)

Session 5 & 6 : Applying Listening in Negotiation contexts (GI)

Session 7 : GapsMoov (DD)

Compétence à acquérir :

Course Objectives and Learning Outcomes

- Acquire knowledge of the different paradigms and models in intercultural management
- Develop intercultural skills and competencies

By the end of the workshop, students will:

- Recognize the **importance of listening** in negotiations.
- Identify common **misconceptions about listening**.
- Learn **practical techniques** to improve negotiation success.
- Develop **listening strategies** through role-playing exercises.
- Understand how listening impacts **conflict resolution and leadership**.

After completing this workshop, students will be able to:

- Apply **high-quality listening techniques** in negotiations.
- Differentiate between **effective listening** and passive hearing.
- Use **questioning techniques** to guide conversations strategically.
- Implement **listening-based conflict resolution** methods.
- Recognize **common barriers to effective listening** and learn how to overcome them.

Mode de contrôle des connaissances :

The grade will be based on an assignment that will integrate experiential practice, reflection, and implementation of the theoretical knowledge learned in the course.

- **Engage in role-playing** to practice listening strategies.
- **Actively participate** in discussions and exercises.
- **Reflect on their experiences** and apply techniques in real-world scenarios.

Bibliographie, lectures recommandées :

1. Itzchakov, G., & Grau, J. (2022). High-quality listening in the age of COVID-19: A key to better dyadic communication for more effective organizations. *Organizational Dynamics*, 51(2), 100820.?

2. Itzchakov, G., & Kluger, A. N. (2017). The listening circle: A simple tool to enhance listening and reduce extremism among

employees. Organizational Dynamics.?

3. Itzhakov, G., & Kluger, A. N. (2018). The power of listening in helping people change. *Harvard Business Review*, 17, 1-7.?
4. Itzhakov, G., & Kluger, A. N. (2019). Changing the other party's attitude with high-quality listening. *Negotiation essentials for lawyers*, 129-134.?
5. Itzhakov, G., Weinstein, N., Leary, M., Saluk, D., & Amar, M. (2024). Listening to understand: The role of high-quality listening on speakers' attitude depolarization during disagreements. *Journal of personality and social psychology*, 126(2), 213.?
6. Kluger, A. N., & Itzhakov, G. (2022). The Power of Listening at Work. *Annual Review of Organizational Psychology and Organizational Behavior*, 9(1), 121-146.
7. Kluger, A. N., Lehmann, M., Aguinis, H., Itzhakov, G., Gordoni, G., Zyberaj, J., & Bakaç, C. (2024). A meta-analytic systematic review and theory of the effects of perceived listening on work outcomes. *Journal of Business and Psychology*, 39(2), 295-344.?
8. Weinstein, N., Itzhakov, G., & Legate, N. (2022). The motivational value of listening during intimate and difficult conversations. *Social and Personality Psychology Compass*, 16(2), e12651.?

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